

## THE BULLETIN

JUNE 3, 1996 ~ 49TH YEAR ~ NUMBER 20

## Groups Urged to Show Support

BY SUZANNE SOTO

GOVERNING COUNCIL'S EXECUTIVE committee has endorsed a proposal by the council secretariat to reduce the ombudsperson's position from full- to part-time over the next two years.

However, the proposal, which goes to Governing Council for approval June 27, has been amended to reflect several concerns expressed at the May 30 committee meeting, attended by a number of groups and individuals.

Among other things the groups called the proposal — which will see the office's annual funding reduced from \$192,000 to \$50,000 by July 1, 1997, and the staff complement reduced from 2.6 to a part-time ombudsperson — "short-sighted" and leading to "false savings." Although the relocation of the office to Simcoe Hall from its current location on Hart House Circle is not part of the proposal, the groups objected to this idea, saying the office needs to remain separate from the central administration.

Responding to the concerns, executive committee member MaryAnne Chambers, a government appointee, proposed that for the next 12 months, those opposed to the reduction explore with the administration the possibility of sharing the operating costs of the office. "I would like to challenge staff and faculty and all the constituencies that if they really do believe there is value, and I do think there is value to the service, that they put money on the table," Chambers said.

President Robert Prichard added that the office should be separate from the administration and remain accountable only to Governing Council. Both suggestions were approved as part of the final motion endorsed by the committee.

Ombudsperson Elizabeth Hoffman, whose term expires in June 1998, said after the meeting she was disappointed with the decision to accept the proposal reducing her office. "The implementation of this report means the level of service this office provides will be less and that fewer people will approach the office," she said. However, she added, she was pleased with the support her office received at the meeting, particularly from the groups willing to explore alternative funding options.

Reached after meeting, UTSA representative David Zautatas, who at the executive committee meeting called the secretariat's proposal "foolish" and one that would damage the university's image, said the staff association is in no position to contribute money to the ombudsperson's office. "Absolutely not. UTSA is not a rich organization, we just don't have the resources for it."

Graduate Students' Union president Jitendra Das said although the GSU does not agree with the view that campus groups fund the office, the union will likely explore the cost-sharing option which could be achieved through the implementation of a levy on students.

## THE RITUALS OF TEA



ANNE SCORFON

In the proper spirit of academic research, senior alumni Umar Tabala, left, and Gordon Romans join social historian Margaret Visser at the Great Hall of Hart House for tea following her talk on the link between food and celebrations. The author of several books including *The Rituals of Dinner*, Visser was one of the speakers at Spring Reunion May 30-June 1. The biggest alumni event of the year attracted large numbers of graduates to campus.

## Q&amp;A

## GRAND PLAN

Largest capital campaign ever at U of T will focus on human capital

Sometime next year U of T will launch its largest fundraising effort ever. Jon Dellandrea, vice-president and chief development officer, explains in the following interview with writer Alfred Holden that the campaign has been under way for some time — philosophical and monetary goals have been established, strategies developed and many key contacts made. Earlier this month Dellandrea received an Outstanding Fund Raising Executive Award from the Greater Toronto chapter of the National Society of Fund Raising Executives.

unprecedented levels. You've seen the most recent report — it's unbelievable. (More than \$50.5 million was raised from May 1995 to mid-May 1996, an increase of 83.4 percent over the previous year, according to Dellandrea's Donations Report that will go to Business Board June 20). No doubt what we're doing contradicts the times. I attribute some of it to stepped up efforts — we've invested in personnel and developed new strategies. The leverage issue is of extraordinary importance. We have said publicly that we are seeking to endow a minimum of a hundred faculty positions with this campaign — 100 chairs at \$2 million each. The matching fund run by the provost, where we will provide a million dollars of university resources to a million dollars of private resources, is an extraordinarily powerful piece of leverage.

But we're not just going out and saying "please give us money because we need money." What we're talking about is what the university aspires to be. We are saying that the future of the University of Toronto, when you distill it all down, is two things: great faculty members and great students. This notion of our future being an investment in human capital is something that people are very responsive to.

HOLDEN: You have quite a reputation as a fund raiser. Can't we just leave the job to you — do rank-and-file staff and faculty have anything to contribute to this campaign? DELLANDREA: If this campaign raised \$350 million and at the end of that process faculty and staff of the University of Toronto felt it was something distant to them conducted by "fund raisers," I personally as the university's chief development officer would feel that I had failed. Faculty, staff and students shape the vision for the entire University of Toronto — and it's that vision that engages people.

HOLDEN: What, specifically, do you expect members of the university to do? Do we make our work more visible, develop contacts with people in our fields or in industries

## Life on the Street

THE \$4 MILLION REVITALIZATION of St. George Street is starting. Bulldozers arrive June 10 and the first phase of work is scheduled for completion by mid-September 1996.

During this period the street will be closed to south-bound traffic, with only one north-bound lane open. Construction crews will reduce the width of St. George Street and build new, wider sidewalks, doubling the pedestrian area on the west side for the large number of students walking in the area between Roberts Library and the Koffler Student Services Centre.

A new area to be known as Sidney Smith Square is planned for the east side of the building. Stairs will be built to connect the upper podium of Sidney Smith Hall to the street and textured paving will identify the area as a significant urban and public meeting place.

The construction also includes additional corridors at the Galbraith Building, Knox College and Woods-Worthington College.

All of this activity means that shrubs and plants on the west side of

the street are being removed. But they won't be discarded. On June 7 from noon to 5 p.m. members of the university are invited to bring their own shovels and containers and help themselves to plants tagged for the occasion. Facilities and services staff will be on hand to offer directions.

## A Guggenheim

PROFESSOR JANE MCAULIFFE, chair of the Department for the Study of Religion, has been awarded a fellowship from the John Simon Guggenheim Memorial Foundation to pursue studies of the creation of Qur'anic authority.

McAuliffe is one of only two Canadian researchers to receive the prestigious Guggenheim Fellowship this year. As general editor of the *Encyclopedia of the Qur'an*, the first reference text of its kind in English, she works with associate editors from France, Canada and the United States. Scholars from many countries will contribute to the two-volume encyclopedia, scheduled for completion in 2000.

HOLDEN: Before we get down to numbers, can you talk about why we are planning a campaign?

DELLANDREA: Governments have made it very clear that they cannot continue to fund at historic levels. We recognize that we have to use every mechanism that we have, every avenue that we have, every prospect that we have to increase other revenue. One of them is the avenue of private support. We absolutely have to forge a partnership with private supporters.

HOLDEN: How much do you hope to raise?

DELLANDREA: A good deal more than the working number of \$300 million that we've talked about. The president likes to say that we will seek to raise a minimum of \$300 million over the next six to seven years. My sense is that if all goes well we may raise more than that. Because indeed the magnitude of the need and the aspirations are greater than that.

HOLDEN: How was the \$300 million figure reached?

DELLANDREA: Our so-called A-list of academic priorities comes to about \$375 million. The value of using such phrases as "we seek to raise a minimum" allows us to recalibrate our final goal as we get closer. The sense is that we will probably not publicly launch the campaign for another 12 to 16 months. During that period we will focus on top-level major gifts. Depending on the results we may adjust the goals as we go forward.

HOLDEN: We live in such parsimonious times. How can we possibly raise that much?

DELLANDREA: In fact people are supporting us at

# AWARDS & HONOURS

## Faculty of Arts & Science

UNIVERSITY PROFESSOR EMERITUS ENDEL TULVING OF THE Department of Psychology received an honorary doctor of science degree from Queen's University at convocation ceremonies June 1. Tulving is described as the principal architect of the modern study of memory whose efforts have contributed to the development of a strong, highly visible academic tradition in Canada. He currently holds the Tanenbaum Chair in Cognitive Neuroscience at the Rotman Research Institute at the Baycrest Centre for Geriatric Care.

## Development & University Relations

THE BULLETIN HAS BEEN AWARDED SILVER IN THE BEST newspaper category by the Canadian Council for the Advancement of Education in its 1996 prix d'excellence program. The paper was cited for its effective layout, well-written and informative stories, reader friendliness, photos and mix

between features and political/human issues articles. The U of T National Report received the gold award in the best annual report category, bringing the total to four "golds" and one "silver" in the annual report category over the past five years. Both are published by the Department of Public Affairs.

## Faculty of Medicine

PROFESSOR MICHAEL FEHLINGS OF THE DEPARTMENT OF Surgery is the 1996 winner of the Royal College of Physicians and Surgeons (RCPS) Medal Award in Surgery. Fehlings' winning manuscript — Role of sodium in the pathophysiology of traumatic spinal cord injury. Implications for the development of novel neuroprotective strategies — will be presented at the 1996 annual meeting in Halifax in September.

## Office of the President

PRESIDENT ROBERT PRICHARD WILL RECEIVE AN HONORARY doctor of laws degree from McGill University at the law,

management and music convocation June 7. Prichard is being honoured for his scholarship and commitment to higher education in Canada. He is a member of the board of the Association of Universities and Colleges of Canada and the executive committee of the Council of Ontario Universities and serves on the administrative board of the International Association of Universities.

## Canadian Institute for Theoretical Astrophysics

UNIVERSITY PROFESSOR SCOTT TREMAINE OF THE CANADIAN Institute for Theoretical Astrophysics will receive an honorary doctor of science degree from McMaster University at convocation ceremonies June 5. Tremaine is a well respected physicist and astronomer whose work has earned him numerous fellowship and awards. He has served on a variety of bodies including the telescope allocation committee for the Hubble Space Telescope and has been associate editor of *Icarus* since 1991.

## IN BRIEF



### U of T starts solar powered car

A GROUP OF ENGINEERING AND ARTS AND SCIENCE STUDENTS WILL attempt to be the first U of T team to build a solar-powered car for a transcontinental rally. Sunrayce, a biennial intercollegiate competition in which students will race solar-powered vehicles 1,760 kilometres across the U.S., will be held in mid-June 1997. Sponsored by the U.S. Department of Energy and General Motors, the race is designed to test and develop alternative energy sources for transportation while providing a learning experience for future engineers. It starts in Indianapolis, Indiana, and ends in Colorado Springs. The university's team is led by computer engineering student Daniel Foisy and mechanical engineering student Kevin Quan. They are working with more than 200 others from half a dozen engineering disciplines on the project, known as the Advanced Solar Electric Vehicle Program. The team recently completed preliminary designs and hopes to have the solar car finished this November. The vehicle will be tested next spring.

### Summer activities

WONDERING WHAT YOUR KIDS CAN DO TO EXERCISE THEIR MINDS AND bodies this summer? The Department of Athletics and Recreation is, once again, running Camp U of T — summer sports camps and mini-university programs. The sports camps will include a range of activities from baseball to diving as well as new offerings such as in-line skating, golf and mime movement and mayhem that teaches communication through mime, rhythm, masks and improvisation. Mini-University offers students a combined academic and recreation program. The department's programs, for children aged four to 16, run from July 2 to Aug. 9. For more information call 978-3436. In July and August Science Outreach will offer science and engineering day camps at the St. George and Scarborough campuses.

## Minister Announces Research Chair

FEDERAL ENVIRONMENT MINISTER Sergio Marchi visited U of T on May 27 to announce the creation of a new research chair. The Natural Sciences and Engineering Research Council, Environment Canada, the Canadian Space Agency, two private companies — Com Dev

International of Cambridge, Ont., and Bohem Inc. of Quebec City — as well as U of T will invest more than \$1.9 million in the five-year program that will develop and use space-based instruments to study air pollution and climate change. Professor Jim Drummond of the

Department of Physics, a world leader in the field of atmospheric remote sounding from space, has been named to the chair. The funding will also support a tenure-track faculty position, a five-year term faculty appointment and several postdoctoral assistants.

## VOLUNTEERS

## PICNIC WITH A PURPOSE

*Women's association raises funds and sees results*

By CHERYL SULLIVAN

A PICNIC CAN BE MORE THAN tasty treats, games and enjoying the early summer sun. For the U of T Women's Association it is also a chance to meet new people and raise funds to support the university.

This year marks the 15th anniversary of UTWA and to celebrate, the group is arranging a picnic for faculty, staff and their families June 8 at Hart House Circle. "UTWA is based on a tradition of fellowship and fund raising," explains Jane Steele-Moore, president of the association.

The group is open to faculty and staff, both men and women, and helps to create a sense of community, she says. The picnic, one of the few university-wide family events at U of T, is "an opportunity to get together, have some fun and give back to the university."

Every year the women's group stages a number of events. In 1996-97 it is planning an intergenerational art show with faculty, staff and children from the University of Toronto Schools, a wine-tasting evening and a welcome night for new members of the community.

The money generated through these activities is fairly considerable, Steele-Moore says. From 1985 to 1994 the group raised more than \$133,000 for a variety of projects, among them contributions to the purchase of a piano for Massey College and to the Thomas Fisher Rare Book Library for enlargement of its collection. Currently the group supports eight student scholarships

and would like to establish more.

The association tries to maintain a personal relationship with each scholarship recipient. One of them this year was opera student Linda Karry who was featured in the association's opera night held in March. "Such events allow us to give financial support to students and support their chosen area of study," Steele-Moore says. "The opera night was a chance for Linda to highlight her talents and help UTWA raise funds to establish more scholarships and support more special projects in the future."

Another fundraising event — the annual convocation rose sale — is a mainstay of the organization and has been since the beginning; the sale raises almost \$8,000 a year. "It's a lot of work but our members really look forward to it," says Steele-Moore. Dozens of women and men volunteer their time for activities such as picking up flowers at the nursery, making ribbons and staffing the kiosks outside Convocation Hall.

The past 15 years have been rewarding for the 500 people who have been involved in the organization but lately numbers have decreased. The association may find another name to better reflect its mandate; it will certainly plan new initiatives. Steele-Moore is determined to rebuild and revitalize. She knows that during difficult financial times, it is crucial to maintain a sense of university community as well as encourage support for fund raising.

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## Bulletin Summer Schedule

THE SUMMER ISSUES OF THE Bulletin will be published on July 22 and Aug. 19. The deadline for receipt of event listings and booking of display ads for the July issue is July 8. Editorial material and classified ads should be in The Bulletin offices at 21 King's College Circle, second floor, by July 12.

UNIVERSITY OF TORONTO

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## FUND RAISING

# FAIRY GODMOTHER

Bonnie Gottlieb waves her magic wand and U of T goes to the ball

By SUSAN RIGGS

BONNIE GOTTLIEB, CHAIR OF THE 1997 BRAZILIAN Carnival Ball, moves efficiently around her office at 21 King's College Circle organizing meetings, updating committee membership and cross-checking endless lists of names.

This year's ball benefits Alzheimer's disease research at U of T and it is a cause about which Gottlieb feels strongly. "It's so important for people to reach out and

commit to finding a cure for Alzheimer's. I feel very comfortable speaking about how the proceeds from the '97 ball will be directed. I've seen what Alzheimer's disease does to the patient ... and to the family."

Gottlieb, ever mindful of the all-important early start when planning a major fundraising event,

has already met several times with Rob Grandy, chairman of Merrill Lynch Canada Inc. As lead sponsor the firm has thrown its support behind the ball early. Gottlieb and President Robert Prichard are thrilled. "Merrill Lynch has shown exemplary generosity as lead sponsor, contributing an unprecedented \$200,000. Their vision and leadership have set the tone for other sponsors," says Prichard.

According to Grandy the ball is simply "fun, the biggest social event of the year" and provides a wonderful opportunity for Merrill Lynch to make an important contribution to the community. He is full of praise for the ball's many volunteers, its founder, Anna Maria de Souza, and for the hard-working Gottlieb herself. "She is extremely well organized, a forward planner," says Grandy. "She tries to balance the success of the event with the success of fund raising. She acts very much like the CEO of an industrial organization." Prichard echoes

Grandy's praise. "We are extremely lucky to have Bonnie on board. She is a model volunteer, devoting endless hours to organizing the ball and ultimately to helping the University of Toronto continue to make strides forward in Alzheimer's research."

Now in its 31st year, the Brazilian Carnival Ball will take place on Saturday, March 1, 1997, in Constitution Hall on the lower level of the Metropolitan Toronto Convention

Centre. Both the Faculty of Social Work and the Faculty of Medicine will benefit from the proceeds.

Money raised goes to Alzheimer's disease research at the Centre for Research in Neurodegenerative Diseases. The centre is internationally renowned for its discovery of four of

the genes that cause Alzheimer's disease. Funds will also help to endow Canada's first chair in gerontological social work, jointly established by U of T and the Baycrest Centre for Geriatric Care. The chair will enable U of T to recruit an internationally renowned scholar to lead research at the new Ben and Hilda Katz Centre for Gerontological Social Work. The centre will develop new approaches to help Alzheimer's disease patients and their families live their lives in dignity while awaiting a cure.

Many cultural and health care institutions have benefited from the Brazilian Carnival Ball over the years. According to Gottlieb the ball "is a wonderful opportunity to not only provide profile for the beneficiary but also to garner recognition for the generous sponsors who are contributing to the community. Ultimately the proceeds from the event generate much needed dollars for the chosen beneficiary each year."



Bonnie Gottlieb, Rob Grandy

ROB ALLEN

## Salary Proposals Go to Board

By ALFRED HOLDEN

THE STAFF ASSOCIATION HAS voted to reject the administration's salary and benefits proposal for 1996-97, which calls for a 1.25 per cent pay cut and no merit pay in exchange for three days off.

The administration had originally suggested a three per cent cut plus merit pay, however, UTSA preferred a smaller reduction and no merit, according to Professor Michael Finlayson, vice-president (human resources). "The staff association said so, and we listened to them."

UTSA's counter-proposal is a one-year salary freeze with five days off. An estimated 1,642 administrative and technical staff are members of the staff association, whose agreements form the basic terms of employment for 3,162 non-unionized staff, whether they belong to UTSA or not.

Business Board will discuss the two positions June 20 and make a binding decision.

Finlayson said he was "disappointed" but "not astounded" at the outcome of UTSA's vote, held May 22 at the association's annual general meeting. "People don't like to see their salaries reduced even in very difficult circumstances," he said. "But I don't think UTSA has quite grasped the fact that nobody wants to reduce salaries."

The administration is trying to be fair and spread the pain of massive reductions in government funding,

Finlayson said. The additional days off mean everybody gets a full two weeks off over Christmas and New Year's; in effect, employees have been asked to swap taxable compensation for non-taxed vacation. "It's not a bad trade," he said.

Mel Martin, the new president of the staff association, said he will argue before the board that productivity increases among administrative staff have been dramatic in recent years. Staff members have shown "incredible willingness to be more productive" and pay cuts would be a negative, counter-productive response, he said.

However, the administration and

UTSA are close to agreement in certain policy areas such as shaving half a per cent from benefit costs. The association would accept a cap on extended health care plan coverage for psychologists. This benefit was expected to cost U of T \$30,000 a year, Finlayson said, but rings up a staggering \$1 million. UTSA would also accept a cap coverage for therapeutic massage at \$50 per visit, to a maximum of \$1,000 a year.

Meanwhile salary and benefits talks between the administration and the University of Toronto Faculty Association continue with the help of a mediator.

## Commitment Renewed to Diabetes Research

ELI LILLY CANADA INC. AND U of T are celebrating 75 years of collaboration on diabetes research. On May 29 they announced a joint research initiative to study disease mechanisms and improve understanding and treatment of diabetes, with the ultimate goal of achieving a cure.

"We hope the Eli Lilly Banting and Best Diabetes Research Program will yield other discoveries with the same impact as the discovery of insulin by Frederick Banting, John MacLeod, Charles Best and James Collip at U of T 75 years ago," said Nelson M. Sims, president of Eli Lilly Canada Inc.,

at a ceremony at Hart House.

The company has committed \$1.08 million in research funds over five years. A board of directors representing U of T's Banting and Best Diabetes Centre and Eli Lilly will review, approve and fund diabetes study proposals. Those approved receive funding of up to \$120,000 over two years and funding may be extended for a third year.

"The historical relationship between U of T and Eli Lilly will not only continue but be raised to a new plateau with this gift," said Professor Arnold Aberman, dean of the Faculty of Medicine.

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## GRAND PLAN

- Continued from Page 1 -

related to our area of study or work? How do we contribute to engaging donors and the public?

DELLANDREA: I hold the view that faculty members are ultimately the custodians, the crafters of the academic vision of the university. The students are what we're all about; the faculty, the key players in making that happen.

That's one reason why a few years ago the decision was taken to make a central investment in development staff in all the academic divisions. We have to have deans and chairs and faculty members positively engaged in what we're doing. And that is happening. It's not so much marketing, rather it's having faculty members who are prepared to talk with enthusiasm and pride about what they're doing explain their research to industry or individuals — to people who are interested.

HOLDEN: How does this apply to support staff?

DELLANDREA: I believe that the staff are very strongly connected to the university and will help to make the campaign a success. Everybody in this university has contacts. They see people, they talk to people. We all can be part of this campaign.

HOLDEN: Let's return to the question of money. Who is giving it?

DELLANDREA: At this stage — before the public launch of the campaign — the focus is on engaging major donors; on retaining not only their pledges but their involvement.

HOLDEN: How are donors engaged?

DELLANDREA: The discussion focuses on their specific interests. We have had, as you know in recent months, Mrs. [Anne] Tanenbaum's splendid \$10 million gift to endow five chairs; we've had chairs endowed in arts and science and applied science and engineering; these are very specific parts of our academic program that are obviously of particular interest to those prospective donors.

We will be heavily dependent on volunteers. To that

end we have developed through a steering committee the Group of 175. Why 175? In 2002 when this campaign is finished the university will be 175 years old, so it's just a nice connect to our history.

We're asking the Group of 175 to become part of the campaign for the University of Toronto. They will participate at a minimum personal level of \$100,000 — with the emphasis on the word minimum because many

will be able to do much more. In turn, the goal is to have each of them help us raise an average of \$2 million in the campaign. So 175 times two million gets you past \$350 million. That's not to say we're stopping at 175 people; by the time we're finished around the world I hope there will be thousands.

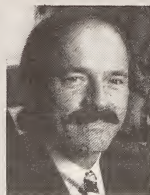
HOLDEN: How can we accommodate the interests of donors but still ensure there is support for programs across the university?

DELLANDREA: This has been a caricature of an issue more than a real one, a kind of sense that high technology sells, medicine,

sells, engineering sells, the social sciences and humanities don't sell. That's the conventional wisdom but the experience of the last couple of years here would show that it isn't so.

HOLDEN: The campaign itself costs money. Where is it coming from?

DELLANDREA: First, since this is a comprehensive campaign — all the university's fund raising is basically part of the campaign — we have taken the existing budget commitment in the development department as a base. Second, as gifts come in the first few months' worth of interest they generate will assist with campaign funding; the hold-back is four months for gifts to academic divisions, 12 months for university-wide projects. An unrestricted hold-back applies to unrestricted gifts for the duration of the campaign. There will be an allocation of one-half of one percent of the income on certain endowments. Direct costs of some fundraising projects will be built into the dollar goal. And shortfall during the start-up period may be covered with an allocation from the transitional funds.



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# REPORT OF THE TASK FORCE ON RESTRUCTURING THE SCHOOL OF GRADUATE STUDIES

April 1996

## I. INTRODUCTION

In the spring of 1995, in response to the School of Graduate Studies (SGS) Planning 2000 document, the Provost of the University of Toronto, Adel Sedra, asked a simple, provocative question: did the University of Toronto need an SGS to ensure that graduate units deliver high quality programs and attract, support, and convocate excellent students? After a protracted period of discussion and debate within the University, a consensus emerged that the U of T did need a graduate school. The question was what form should it take? In June 1995, the Provost established a Task Force co-chaired by him and Jon Cohen, Dean of SGS to provide the two of them with a blueprint for restructuring the School (see Appendix 1). The other members of the Task Force are:

Professor Barry Adams,  
Chair, Civil Engineering

Professor Donald Dewees,  
Acting Dean, Arts and Science

Professor Roberta Frank,  
Director, Centre for Medieval  
Studies

Professor Richard Helmstadter,  
History

Ms. Michol Hoffman, Graduate  
Student, Spanish and Portuguese

Ms. Marianne Khurana,  
Administrative Staff, Physics

Ms. Bernadette Lonergan,  
Administrative Staff, SGS  
(Secretary)

Professor Noah Meltz,  
Principal, Woodsworth College

Professor Martin Moscovits,  
Chair, Chemistry

Professor Heather Munroe-Blum,  
Vice-President, Research and  
International Relations

Professor Paul Sadowski, Chair,  
Molecular and Medical Genetics

Mr. Isaak Siboni, Administrative  
Staff, SGS

Ms. Connie Soros-Pottruff,  
Graduate Student, Botany

Professor Paul Thompson,  
Principal, Scarborough College

The work of the Task Force was to be guided by a document prepared by the Provost in which he proposed that the University could trim administrative activities (and staff) of the School without jeopardizing the quality of graduate education, without increasing the work load of graduate units, and without reducing the quality of services provided to faculty, students, and external agencies. Money was not the issue - to emphasize this point, the Provost undertook to use any savings realized as a

result of the downsizing of the School to fund graduate fellowships and/or centres and institutes. The objective, instead, was to identify ways in which much of the responsibility for the administration of graduate education could be devolved to graduate departments and yet maintain enough non-invasive central oversight to guarantee consistency of standards across the university. (Graduate department in this report is used as a shorthand for a department or a centre or institute.) The job of the Task Force was, in essence, to devise a model that satisfied this objective.

The Task Force has now completed its work and is pleased to submit its report. In brief, it is possible, the Task Force believes, to reduce the size of the graduate school without threatening the quality of graduate education at the U of T. Many administrative tasks can be devolved to graduate departments without increasing workloads because, often, the work is already being done at the local level. In fact, it is the responsibility for doing the work correctly and not the work itself that is being devolved. The Task Force is confident that devolution will enhance the quality of service to students and faculty, speed up processes, and may ultimately reduce workloads both at the centre and on the periphery. The restructured SGS will offer high level support services, monitor performance, and promote student welfare.

The existence of a unitary graduate school is not at issue. The new SGS will continue to ensure consistency of standards, equality of treatment, minimization of program redundancies, promotion of interdivisional initiatives and international activities, innovation in program development and graduate research initiatives. But the way in which unity is achieved will change.

It is essential at this point to reaffirm that every faculty member of the University is expected to assume responsibility for graduate (as well as undergraduate) education. Moreover, since most resources for graduate (and undergraduate) education are allocated to faculties other than SGS, the deans of these faculties must integrate graduate education fully into their complement and enrolment planning.

One major caveat. The School has three separate budget envelopes: 1. fellowships, 2. centres and institutes, and 3. administration. The first is protected, while the second is subsumed within the academic planning process. The Provost asked the Task Force to

focus on the third envelope and to advise him on the restructuring of activities within it. The report, therefore, deals exclusively with activities funded by the administrative budget. Naturally, those centres and institutes with graduate programs will be affected by the proposed restructuring to the same extent as other graduate departments.

## II. PROCEDURES

The Task Force met five times over the course of nine months. The University community was invited to make written submissions and received over 20 formal responses (many more were received by the Dean and Provost prior to the establishment of the Task Force). The Task Force is grateful to those who took the time to write - the views expressed helped the Task Force in its deliberations.

At its first meeting, the Task Force accepted and implemented the recommendation of the co-chairs that a sub-committee composed of Jon Cohen, Noah Meltz, Michol Hoffman, Isaak Siboni, and Bernadette Lonergan as Secretary be constituted to gather information on current activities and to develop restructuring alternatives for Task Force consideration.

The sub-committee met regularly over this period, both on its own and with the administrative Working Group (see below). The goal of the Task Force was known - to achieve a staff reduction over the next four years of approximately 40 percent - to bring the staff down from roughly 52 to 30 FTEs. Its job was to propose a method to accomplish this with minimal disruption to the community and minimal distress to the SGS staff - and, of course, in the end without diminishing the quality of graduate education at the U of T. The challenge was without precedent at the University. The Task Force had not only to deliver the goods but had to determine how to do it.

One thing was certain. For the recommendations to be compelling, they had to be based on a thorough understanding of current activities and structures. The sub-committee was thus urged to document in detail the nature of administrative processes associated with graduate education in the University, including the division of duties between departments and the School. At its second meeting, (in September) the Task Force received from the sub-committee an overview of these activities, a statement of principle, and a request for more time.

The overview was revelatory.

Over half the administrative budget of the School was devoted to two general areas, student records and admissions. In these two areas, clerical functions accounted for a large number of FTEs. A substantial amount of staff time in both the departments and at the School went into responding to inquiries.

The sub-committee proposed and the Task Force endorsed the principle that since departments are responsible for the delivery of graduate education, they should assume the administration of their graduate programs consistent with the maintenance and enhancement of high-quality and with economic efficiency; that is, with economies of scale and scope associated with centralized services. The importance of this principle for the work of the Task Force (and the contents of this report) cannot be overemphasized. It forms the basis of the restructuring exercise.

The sub-committee informed the Task Force that a complete analysis of administrative tasks by hours worked and FTEs would require at least two months and thus make it impossible to prepare the report by the end of October, the terminal date set by the Provost. In order to pursue the detailed study, the reporting date would have to be pushed back to late February. Although the Task Force was concerned about the uncertainty that delay might cause, it encouraged the sub-committee to carry out the study. The change in reporting date was conveyed to the staff at SGS, to SGS Council, and to the Academic Board. Then the hard work started.

## III. RE-ENGINEERING - PROCESS AND CONTENT

Since re-engineering provided the framework for the restructuring process, the results of the Task Force's deliberations are presented as phases of the re-engineering process. Before beginning, however, the Task wishes to thank the Working Group (WG) made up of administrators from SGS (Bernadette Lonergan, Maria Gomes, and Anne Rose with help from Joanne Kacaba and Jane Alderdice), from a graduate department (Jan Hazellton from History), and Janice Draper from Human Resources who acted as facilitator and mentor. The report could not have been written without the prodigious effort and intelligence they brought to the project. We must also thank Chris Handley, who provided us with the re-engineering conceptual framework and managed to keep us on the right track without compromising our autonomy.

## Phase 1 - Research

The WG constructed a chart of the main administrative areas in SGS and in the departments and interviewed staff to determine the number of hours (and percentage of FTEs) devoted to the tasks in each of the areas. The data were reconfirmed by the staff, then summed for each of the areas. It is important to note that in collecting the information, the WG did not constrain the hours worked per individual to sum to the equivalent of an FTE but, instead, simply asked people how much time they spent on each task. The approach has a built-in reliability check. Had there been, at the end of the exercise, a significant difference between task-based hours of work and FTE-based hours, we would have had reason to question the quality of the estimates and would have rejected the outcome. In fact, the two totals were remarkably close. We now had accurate estimates of the amount of time, by task and by individual, needed to administer graduate education as currently configured. We were, therefore, able to provide cost estimates for each activity and to calculate the savings associated with the elimination of each.

The WG was also encouraged to present for each task the percentage of the work that added value to the overall enterprise. There are two ways to think about value-added in this context - both of which served as guides for the WG. An activity can be said to add value if its elimination leads to a quantifiable reduction in the value of the final product. From a slightly different perspective, an activity can be said to add value if it has a market price - that is, even if notional - some would be prepared to pay to receive the service associated with the activity. Since we do not have a market in administrative services at the U of T, the value-added calculations are softer than the other data - but, we believe, still compelling. Moreover, the estimates were based on a set of principles endorsed by the Task Force. First, activities associated with reviewing the work done by others was deemed to add little if any value to the final product. Second, while the processing of data must be done, multiple processing of the same data for essentially the same purpose does not add value. Third, since multiple hand-offs complicate tasks and diffuse the locus of responsibility, hand-offs certainly do not add value and may even reduce it.

The work resulted in a report presented to the Task Force at its December 4 meeting and to the

SGS staff in early January. In brief, the report summarized activities in five key areas in the School - Admissions and Inquiries, Records and Program Management, Publications, Fellowships and Loans, and Policy and Program Development - identified problems, presented suggestions for quick and not so quick fixes, explored Big Ideas for change, and sketched some policy issues that had to be addressed. (The report excluded the Ph.D. Orals office because it had already been analyzed, and Development because it is unrelated to core administrative activities. Certain administrative functions not directly related to graduate studies were also excluded.) This also marked the end of Phase 1 of the re-engineering project. At this point, we knew what SGS and departments did and we could pinpoint problems. We still needed a new structure and method for creating it.

The Task Force accepted the report and urged the sub-committee to move on to Phase 2, the visioning process. The Task Force also encouraged the Dean to implement the quick fixes and other changes that were compatible with the basic objective of the Task Force.

A few observations need to be made before moving to the next phase. First, the staff at SGS was helpful and cooperative during the entire process. They readily provided the basic data on tasks and they were swift to implement the quick fixes and to pursue other ways to improve the administration of graduate education. The Task Force would like to express its gratitude to the staff for its generous assistance.

Second, although staff members at the School do their jobs with care, skill, and dedication, the structure often conspires against efficiency. Many of the tasks the staff are expected to perform add little if any value, while some organizational features may actually subtract it. (The Task Force believes this is true of other parts of the University but such speculation exceeds its mandate.) For example, in the areas of Admissions and Inquiries, Fellowships and Loans, and Records and Program Management, work done by one group is frequently checked by another - decisions made in graduate departments are reviewed by the School, work done by one set of School employees is vetted by another. SGS and departments duplicate processing and distribute the same information. Hand-offs are legion, both within the School and between it and departments. There are bewildering complexities - in fees, grades, registration, convocation procedures - and often underutilization of existing technology.

Third (and this is the good news), SGS has already made substantial changes in the way it does business and more modifications are on the way. Graduate chairs have now been given full responsibility for appointments to

the graduate faculty. A large number of departments have final approval on recommendations for admissions for applicants from Canadian universities. Graduate departments approve transfer credits, extensions, and requests for off-campus study. A few large units now handle the loan documentation for their own OSAP awards. Fellowship cheques are mailed out or distributed by departments. U of T Open quota allocations will no longer be reviewed by SGS. Attempts are being made to consolidate registration procedures. Simpler methods for reviewing centres and institutes are under consideration. The process for reimbursing external examiners on Ph.D. orals is being simplified. (This list of changes, by the way, is illustrative not exhaustive.) Note that all the changes are perfectly compatible with the basic principle of devolution and efficiency.

### Phase 2 - The Vision

In the second phase of the re-engineering project, the WG/sub-committee asked and then answered the following question: if the U of T were to build an SGS from scratch, what form would it take and what services would it provide? In re-engineering parlance, this is known as the visioning exercise - and the product is the vision.

The sub-committee presented the vision for the new SGS to the Task Force at its February 6 meeting and, shortly afterwards, to the SGS staff. The vision document contained a mission statement, a brief description of the visioning process, the basic assumption (principle) and conditions that underlay it, an abstract account of the three activity areas of the new SGS - student services; policy, planning and liaison; and support services - and a brief summary of the activities that in the new model will be eliminated, devolved, enhanced, added, or just maintained.

#### The Mission:

Since the activities and organization of the new SGS derive directly from the School's mission, it is necessary to include the full text of the Mission Statement in this report.

*The mission of the School of Graduate Studies is to promote excellence in graduate education by:*

- Assisting graduate units (i.e. departments, centres, and institutes) in attracting, admitting, and retaining excellent graduate students by providing expertise, advice, and information
- Ensuring the development and maintenance of high quality graduate programs through a variety of means, including the adoption and achievement of performance standards
- Ensuring consistency and promoting high academic standards in graduate programs
- Working with the Vice-President, Research & International

- Relations, graduate units, and graduate students to maintain a close and positive relationship between research initiatives and graduate education, and to implement policies that ensure the highest standards of ethics in research that involves graduate students
- Supporting diversity and equity in graduate education in the pursuit of excellence and in harmony with the stated mission of the University of Toronto
- Acting as an advocate for excellent education of graduate students, including international students, both within the University and with regulatory and funding bodies outside the University
- Acting as a spokesperson to promote the interests of graduate education within the broader community, including national and provincial governments and granting councils
- Working to secure sufficient financial aid to attract and retain outstanding graduate students and to enable them to maintain a high level of academic achievement and complete their programs expeditiously
- Facilitating and supporting the development and enhancement of high-quality interdisciplinary graduate programs, especially those associated with SGS centres and institutes
- Assisting graduate units in their efforts to provide enhanced career opportunities for graduate students.

#### Activities of the New SGS:

The new SGS, as portrayed in the vision, is an advisor, advocate, and high-level service provider - it is no longer a processor, checker, and gatekeeper. This view is central to the Mission Statement and is reflected in what SGS will and will not do. To illustrate changes in activities briefly, the new SGS will assist departments and the Provost in enrolment planning, it will adopt and refine performance measures and develop low-cost ways to implement them, and it will work with graduate departments, where appropriate, to provide enhanced career planning for graduate students. SGS will no longer input data, approve departmental admissions decisions, nor will it review all degree recommendations. SGS will continue to seek approval for new programs and major program changes and assist in the development of new programs. A full list in point form of the activities of the new SGS is presented below:

- The new SGS will no longer:*
- be responsible for inputting admissions data
- input and maintain student data
- approve graduate faculty membership
- approve recommendations for admission
- review all degree recommendations
- approve UoT Open nominations
- handle current high volume of personal visits for generic inquiries (e.g. cheque and student card distribution)
- approve routine changes in student status, minor program

- changes, or extensions
- review all Ph.D. oral examination committees

#### The new SGS will assume new responsibility for:

- working with the Provost and faculty deans in enrolment planning at the graduate level
- adopting and implementing performance measurements
- promoting career development for graduates

#### The new SGS will enhance its ability to:

- secure sufficient financial aid for graduate students
- prepare, analyze and disseminate quantitative and qualitative information on all aspects of graduate education at the University of Toronto
- communicate timely and comprehensive information on all areas of graduate study through a variety of fora
- train University staff on procedures and policies and provide ongoing support
- assist graduate units in recruiting excellent graduate students
- evaluate the quality of graduate education at the University of Toronto
- work with graduate units to identify and help meet their information system needs

#### Using improved administrative processes, the new SGS will continue to:

- approve new programs and major program changes
- advise and assist in the development of new programs, particularly interdisciplinary ones
- represent SGS on University committees, governing bodies and other external organizations
- act as the central liaison on graduate education for external agencies (e.g. granting councils, OCGS)
- develop and approve appropriate guidelines and policies for graduate education
- administer external awards, bursaries, travel grants and emergency loans, and student exchange programs
- act as a resource and advisor on educational institutions
- provide SGS-wide communications
- liaise with the central administration on fees policy and advise students/staff of same
- engage in development activities on behalf of SGS goals
- offer advice and assistance on issues (e.g. fees) to departments and students as needed
- act as a formal and informal mediator for student appeals
- approve leave requests
- co-ordinate program completion, including Ph.D. orals, thesis submission, and convocation

#### Structure:

In its vision of the new SGS, the sub-committee proposed and the Task Force endorsed a structure composed of three major graduate studies activity areas:

Three major areas of graduate studies activity:

- Student Services**
- financial aid
- admissions
- student progress
- appeals
- program completion

- Policy, Planning, and Liaison**
- policy development and review
- program development and approval
- recruitment/liaison
- career planning
- enrolment planning
- research
- development and university relations

- Support Services**
- information systems
- communications
- human resource services
- financial services
- facilities support

As will become clearer in the next section, the new structure represents a major (and, it is believed, salutary) change from the current one.

One final note of caution before we move to implementation. The University must procure a new student information system (SIS) that will permit SGS, graduate departments, and graduate students to function effectively and efficiently in this new world. Although many changes are not systems dependent (see Transition section below), the vision can only be fully realized with an appropriate SIS.

This then is a rough sketch of the new SGS - now to the detailed design of the new structure.

### Phase 3 - Implementation

There are two parts to this phase, the first a description of the organizational structure and activities of the new SGS after the transition from the old to the new has been completed, and the second, a delineation of the path in time, money, and tasks that leads from the current state to the future one. These two parts were considered by the Task Force at its retreat on March 28 and form the final section (and, as it were, the bottom line) of the report. We consider first the steady state after the transition and second the means of achieving it.

#### Part 1 - The Steady State

It is important to reiterate that the new SGS is predicated on an effective SIS and a well-trained staff. This said, consider the organizational chart on page 54.

It is assumed that the new SGS will have a Dean at 0.8 FTE, a Vice-Dean at 0.6 FTE, four Associate Deans at 0.5 FTE each, a Development Officer at 1.0 FTE, three co-ordinators in charge respectively of A) Support Services, B) Policy, Programs, and Liaison, and C) Student Services, and, under the co-ordinators, a combination of 27 FTE composed of specialists and generalists.



Excluding the deans and the development officer, the new SGS will have an administrative staff of 30 FTE compared with 52 in the current structure. The decanal staff (excluding the Dean) will shrink by roughly 17 percent from 3.14 FTE to 2.60. Leanness, however, is only one feature of the new SGS.

The changes in structure and function are dramatic and far-reaching. There are no registrars, (full, associate, or assistant), no supervisors. To compare with the current structure, see chart page 58. The new structure is flatter, less hierarchical, reporting lines are short, simple, and coherent. Staff will be expected to have the skills, knowledge, and volition to engage in multiple tasks and to work effectively in multi-purpose teams. All activities in the new SGS add substantial value to the final product. While responsibility and authority is devolved to the local level, the centre provides high level advice and support, and monitors performance. It is important to note that the effort to enhance the value-added of the new SGS is reflected in the composition of jobs - more highly skilled, multi-tasked positions including the academic component.

In the new structure, each of the co-ordinators has well-defined line responsibilities - there are no old-style managers or supervisors in the new SGS. The three co-ordinators are expected to work together as a team to co-ordinate ongoing activities of the School, to plan for the future, to innovate, and to maintain close contact with graduate students and departments. They will work with the Dean of SGS to provide the School with high-quality administrative leadership. The allocation of FTEs across the three areas is rooted in the detailed analyses of tasks undertaken by the Working Group and reflects with a fair degree of precision the staff required to carry out the various activities.

#### Student Services:

##### 1. Organization and Activities

Each of the four specialists in this area assumes administrative responsibility for one of the four graduate divisions and takes on as well a particular functional role (for example, financial aid, student progress, appeals, career planning, program completion). The co-ordinator leads the four teams, liaises with the other co-ordinators, and serves with the others on the Dean's administrative advisory group. As part of the multi-skilling of the staff, one of the specialists will provide back-up in the event that the co-ordinator is absent.

##### Co-Ordinator (1)

- leads divisional teams
- serves with other co-ordinators on Dean's administrative advisory group
- co-ordinates scheduling, work-flow and training needs
- overall responsibility for the quality and effective delivery of all

student services, including fees, financial aid, etc.

- strategy planning and advice to Dean on student services
- develops policy and new initiatives on financial aid in consultation with the SGS deans
- acts as central liaison for University and external agencies
- liaises with the central recruitment office on graduate education needs
- supports, develops, and promotes career development initiatives
- responsibility for data gathering and analysis and recommendations on all aspects of graduate students

##### Divisional Specialists (4)

- provide advice on admissibility and interpret policy
- approve general leave requests
- act as a resource on educational institutions/practices
- administrative responsibility for one of the four graduate divisions functional responsibility for aspects for other aspects of student services (e.g. portions of financial aid portfolio) as assigned by co-ordinator
- provide back-up for co-ordinator in his/her absence
- work closely with generalists to provide range of student services as part of a divisional service team
- maintain and support Degree Audit System

##### Generalists (9)

- multi-skilled support and assistance, in divisional service team context, for delivery of all aspects of student services
- respond to inquiries and distribute information
- update and maintain systems as appropriate

##### 2. Implications

Students: They will have access to quick and reliable information and assistance - in essence, one-stop shopping. They will benefit from greater support for departmental efforts in career planning. And with the new SIS, students will apply, register, select courses, read records, and order transcripts electronically, a marked improvement for them and less work for administrative staff at SGS and in departments. (The Task Force recommends strongly that the U of T establish a single transcript office for all students. In the opinion of the Task Force, the current system is economically inefficient and a nuisance for users.)

Appendix 3 contains estimates of the impact of the changes on departmental workloads. Appendix 4 a summary of departmental administrative responsibilities in the new SGS. Although both are based on hard data, neither is impervious to error. Elimination of SGS approvals will reduce work in departments, speed up response time, and enhance local control. It will also increase local responsibility. SGS staff will provide advice, information, assistance, and training for departmental staff. It will also act to represent departmental

systems needs where appropriate. The reduction in processing by SGS will remove redundant activities necessitated by the current SIS and is not expected to increase work in departments.

#### Policy, Programs, and Liaison:

##### 1. Organization and Activities

The co-ordinator and five generalists support new program and policy initiatives, OCGS appraisals, reviews of centres and institutes and collaborative programs, decanal activities, and governance procedures. This group will also provide administrative back-up for the annual divisional reports that each of the Associate Deans will prepare for SGS Council. Since the work of the group is closely linked to that of student services, the co-ordinators of the two must ensure a smooth, timely flow of information between the areas. One of the four generalists would serve as back-up in the absence of the co-ordinator.

##### Co-ordinator (1)

- leads decanal support group
- serves with other co-ordinators on Dean's administrative advisory group
- responsible for co-ordination of consultation and approval processes for new initiatives and major program/policy changes
- responsible for all aspects of SGS governance
- co-ordinates OCGS appraisal and internal review processes
- assists in data analysis
- assists in developing and producing annual divisional reports

##### Generalists (5)

- multi-skilled support for decanal activities as outlined above
- secretarial support for six deans
- support for SGS governance
- assist in production of annual divisional reports

##### 2. Implications

Departments will receive much greater assistance in the development and implementation of policies and programs. This will speed up the process, reduce hassles, lower costs, and improve outcomes. New program development will benefit enormously from a more coherent approach. The same holds for OCGS periodic appraisals - it is hoped that the recurrent nightmare will become a mere unpleasant memory.

The Task Force recommends that the deans prepare a divisional report each year for presentation to Council. The report will contain information on applications and admissions, attrition, grades, supervision, convocation, time-to-degree, employment, diversity issues, and other features of the division relevant to the quality of graduate education. The staff in this group will provide administrative and analytical support; the data will be drawn from the SIS. The University will, as result, have an accurate, up-to-date picture of graduate education.

Students are only indirectly affected by the activities of this group.

#### Support Services:

##### 1. Organization and Activities

The co-ordinator, four specialists, and five generalists are responsible for the budgets of the centres and institutes and SGS, the implementation of the University's human resource policies, overall personnel matters, and for staff training and career development within SGS and the centres and institutes. In addition, the group handles SGS operational services, including maintenance, health and safety, and equipment purchases, communications, and systems support. One of the four specialists will act as back-up in the absence of the co-ordinator. The proposed changes will improve personnel management in both SGS and the centres and institutes, enhance the quality of systems support and training for SGS and centre and institute staff and, where appropriate, departmental administrators, and give greater coherence to the School's communications efforts. Centres and institutes in particular, but departments as well, will benefit from the structural changes and staff at the School and in the centres and institutes will be much better served. Students are unaffected by these modifications.

##### Co-ordinator (1)

- leads support services group serves with other co-ordinators on Dean's administrative advisory group
- fiscal responsibility at all levels
- ensures consistent application of policies
- develops formal training and career development policies
- maintenance/health and safety/major purchase planning
- responsible for quality and effective delivery of SGS communications
- responsible for equality and effective delivery of SGS systems
- responsible for human resources

##### Specialists (4)

- reconciliation of accounts/limited fiscal responsibility
- facilitate delivery of human resource services
- provide back-up for the co-ordinator in his or her absence
- co-ordinate all aspects of operations services
- responsible for design, plan, and production of all aspects of SGS communications services
- maintain and support central student information system and other SGS information systems

##### Generalists (5)

- general support for above areas
- cash handling
- processing of financial documentation
- maintenance of personnel records
- processing human resource documentation
- benefits administration
- mail processing
- distribution of supplies

#### Decanal Staff and Governance:

##### 1. Organization and Activities

The School has currently four Associate Deans each at approximately 0.6 FTE, and each with general divisional responsibilities, a Vice-Dean at 0.6 FTE with responsibility for the budgets of 17 centres and institutes and the School, and for financial aid policy, and a Dean at 0.8 FTE with overall responsibility for graduate education at the University. In terms of specific duties, Associate Deans chair Executive and Degree Committees (the latter now greatly reduced), represent the Dean on all tenure committees and chair searches in their division, sit on the School's Fellowships and Loans Committee, participate in the weekly meetings of the Committee of Deans at SGS, attend the monthly meetings of Council, and engage in myriad other activities as required.

The divisional structure serves this university well and conforms, for the most part, with the structure found in other universities of similar size and complexity. There is, however, one drawback to this arrangement. Issues that transcend divisional boundaries often receive short shrift because they slip between divisional cracks. The Task Force, therefore, proposes that the portfolios of the Associate Deans in the new SGS be redesigned to accommodate explicitly institutional (as they relate to graduate students and graduate programs) as well as divisional responsibilities, including research ethics, intellectual property rights, mentoring and supervision, and pedagogical development. The elimination of a number of time-consuming but essentially low value-added activities will permit the Associate Deans to take on these new duties with a reduction in FTE commitment to the School. The Associate Deans, even in the current structure, do deal with these issues but on an ad hoc, add-on, and essentially reactive basis. The Task Force, however, urges the Dean to monitor the changes to ensure that the work load is manageable.

The Vice-Dean will continue to oversee centres and institutes and fellowships and loans policy, and will assume an active role in the promotion of new interdisciplinary, interdivisional, and international initiatives. The Vice-Dean will help co-ordinate career development initiatives, and work with the Dean on enrolment planning, fees policy (in conjunction with the Provost and the faculty deans), and on long-range planning for the School and centres and institutes. The Vice-Dean will act as back-up in case of the Dean's absence.

In keeping with the Mission Statement, the Task Force recommends that the Dean of SGS assume a prominent role in raising awareness among federal and provincial ministers of the need to invest in graduate education and graduate students and of the particularly important role that the University of Toronto plays in graduate studies in Canada. The Dean

is also encouraged to maintain a strong development initiative. The Dean will also assume an active advisory role in enrolment planning at the graduate level in close consultation with the Provost and faculty deans.

The proposed changes in decanal portfolios will improve oversight of graduate programs and of the graduate student experience and should enhance the quality of both. The deans play a fundamental role in helping students and departments resolve disputes - this role will continue. The deans work to increase the amount and quality of financial support for graduate students. They will continue to do so. The deans of SGS, perhaps more than others, bring a University-wide perspective to tenure committees and chair searches. This adds significant value to these processes and will remain a decanal duty.

As indicated earlier, the deans, with the assistance of the Policy, Program, and Liaison group, will prepare annual divisional reports.

## 2. Governance

Three graduate students and six faculty are elected by each division to serve on Council, the graduate students for a period of up to two years, the faculty for three years. The President is chair of Council, the Dean his representative. The SGS Council meets approximately seven times per year. It is the policy-making body for graduate education at the U of T

and currently approves all new policies and programs, changes in existing programs; new Calendar material; statutory alterations, third extensions, and recommendations for degree conferrals. Council, in addition, receives all five-year reviews of centres and institutes and, from time to time, commissions reports from ad hoc committees on topics relevant to graduate education. Council in the past, but no longer, approved new awards and changes to existing ones - this responsibility has now been delegated to the Dean. Council has delegated to its executive committees authority to approve new courses and minor program changes. At the same time, Council has become an important forum for discussion of issues of relevance to graduate education - such as monitoring the progress of Ph.D. students, quality of supervision, turnaround time on written work, teaching awards, and time-to-degree - that has led to significant changes in policies and practice.

Two major concerns were expressed about current processes. First, since financial responsibility for graduate education rests with divisional faculties rather than SGS, a question was raised about the wisdom of maintaining the separation of program approval from budgetary commitment. Second, the University of Toronto is by most measures intensively governed, which may slow innovation and may raise the cost of change. Nevertheless, the Task Force determined that approval of new programs and policies by a

well-informed and committed group of faculty members and students from across the University concerned strictly with academic issues (quality, redundancy, and so on) does add significant value to the process. It, therefore, proposes that a streamlined Council continue to approve new graduate programs and policies and major changes to them. The Task Force endorses the devolution of duties that has already occurred and believes that even more can be done. Calendar entries, for example, can be approved by divisional executives, and third extensions by departments. This will permit Council to carry out its responsibilities with fewer (maximum four per year), more content-rich meetings.

The Task Force also recommends that SGS reduce the number of Council members by at least one-third, from six to four faculty and from three to two students for each division. This reduction in size is likely to produce a more focused group and improve the quality of deliberation and decisions and will certainly reduce costs. The Task Force also proposes that the Dean (or decanal group), in consultation with graduate chairs and student leaders, appoint some of these members to the Council. This will ensure broad and equitable representation, active participation, and a strong commitment by students and departments to the activities and actions of Council.

The Task Force did not recommend any changes to the activities

or composition of divisional executive committees but it did urge the Dean to review the process to ensure efficiency and effectiveness.

## Part 2 - The Transition

The School will attempt to bring down its staff complement by seven FTE per year in each of the next two academic years and by another six or so over the next two. It may be possible to accelerate the process, especially where the changes are independent of the new SIS but the pace proposed here is both realistic and minimizes disruption. The first step is to establish a search committee for the three co-ordinators who, together with the Dean, will form the implementation team. The Support Services group will be put in place first, followed by Policy, Programs, and Liaison. Neither of these areas is heavily systems-dependent.

A complete transformation of Student Services must await the new SIS. For this reason, while the positions of specialist and generalist can be created and filled relatively quickly, the number of generalists during the transition will exceed the number required in the steady state. During the period of transition, the School intends to solicit from graduate departments their requirements for the new SIS and to communicate these needs to the SIS implementation group. It is difficult to overstate the importance of an appropriate SIS for the new SGS and for graduate departments. Every effort will therefore be made to ensure

that we get exactly what we need.

In the meantime, non-systems dependent changes will be pursued. Admissions approval will be devolved to departments. Many status changes that were in the past initiated by departments and approved by the School will be done locally. Financial aid activities can be incorporated into the jobs of the specialists with the co-ordinator assuming overall leadership. An attempt is made in Appendix 5 to outline the transition process.

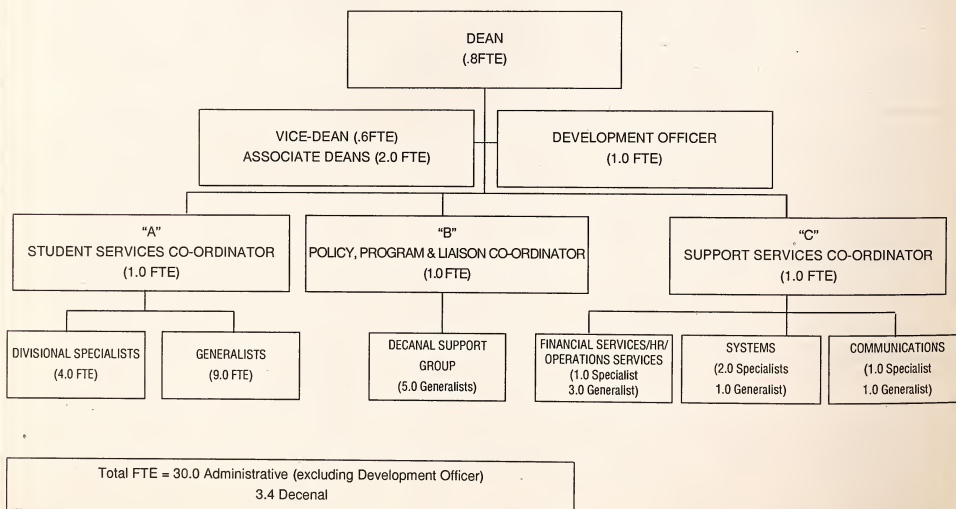
Beginnings are difficult and, as it happens, costly. While many of these structural changes do not require an SIS, they do have project related start-up expenses. The projects listed in Appendix 6 illustrate the type of work that needs to be done to facilitate the reorganization. It will be the job of the co-ordinators to identify projects, price them, and make a case for financial assistance to the Dean. The Dean will in turn make a request to the Academic Transition Fund.

By the end of 1999, the new SGS will be in place.

\* In Planning for 2000 (February 1994), the Provost wrote as Objective 1.2: The norm for members of the professoriate at the University of Toronto should be full involvement in undergraduate education, graduate education and research and scholarship.

\*\* Detailed task descriptions are available but have not been included with this report.

# School of Graduate Studies University of Toronto THE NEW SGS IN THE STEADY STATE





## SUMMARY OF KEY SGS ACTIVITY CHANGES AND IMPACT ON DEPARTMENTAL WORKLOAD\*\*

### ACTIVITY CHANGE

#### ADMISSIONS

- reduced inquiries handled by SGS staff
- reduced involvement in admissions decisions by SGS
- SGS no longer enters admissions data

#### RECORDS

- co-ordinate and improve efficiency of convocation process
- final authority for most aspects of student progress (e.g. minor program changes, extensions)
- consolidation of registration procedures within department
- devolution of expense reimbursement for Ph.D. Oral examiners to departments
- use of degree audit system to monitor progress
- update and maintain student records

#### FINANCIAL AID

- allocation of UoT Open quota devolved to departments
- elimination of checking of award applications
- distribution of external award cheques

#### POLICY

- SGS no longer approves graduate faculty appointments
- plan initiatives to promote career development
- enrolment planning

### IMPACT ON DEPARTMENTAL WORKLOAD

None: less confusion in information to applicants  
 Minimal: final authority for decisions with department;  
 • will require significant training by SGS (initial & ongoing)  
 Significant: learn a new system;  
 • more control over process  
 • quicker response

None.

Reduction: Departments no longer required to make a case to SGS for approval.

Minimal: Departments already enrol students. SGS will improve distribution of cards and Calendars.  
 Minimal: Departments already handle all other aspects of the transaction. Change simply requires that they now request reimbursement themselves.

Minimal/Reduction: Departments will need training in use and report production. (SGS to update and maintain/system may actually reduce departmental time spent in tracking.)

Minimal: Departments already maintain shadow student record databases. Student will update where appropriate.

• will require significant training by SGS (initial & ongoing)

Reduction: Departments already make award decisions. No longer require SGS approval.

Minimal: Departments and students are the appropriate locus of responsibility for this task. Will continue to provide workshops and information.

Minimal: Departments can distribute during regular contact with students. (Direct deposit, etc. under investigation)

Reduction: No longer required to undergo nomination process.

Minimal: Service function by SGS. Departments may be asked for additional data and to attend special events.

Minimal/Significant: Additional consultation. May require additional data. (Still to be determined.)

\*\*See project list for work required to effect changes.

\*\*Only changes that have a direct impact on departments are detailed above. Other changes are internal to SGS.

## DEPARTMENTAL ADMINISTRATIVE RESPONSIBILITIES WITHIN THE "NEW SGS"

FUNCTION	NEW DEPARTMENTAL RESPONSIBILITY FOR	DEPARTMENTS WILL CONTINUE TO	DEPARTMENTS WILL NO LONGER
ADMISSIONS	<ul style="list-style-type: none"> <li>• inputting all applicant data</li> <li>• processing application fees</li> <li>• approving admissions</li> <li>• notifying students of acceptance/nonacceptance</li> <li>• setting and clearing conditions for admission</li> </ul>	<ul style="list-style-type: none"> <li>• screen applicants for admission</li> <li>• distribute applications</li> </ul>	<ul style="list-style-type: none"> <li>• forward recommendations for SGS approval and entry</li> <li>• forward applicant data to SGS for entry</li> <li>• maintain a shadow database for applicants</li> </ul>
FINANCIAL AID	<ul style="list-style-type: none"> <li>• allocating U of T Open quotas</li> <li>• distribute OSAP loan documentation as appropriate</li> <li>• distribution of external award cheques</li> <li>• producing reports locally</li> </ul>	<ul style="list-style-type: none"> <li>• assist students in preparing external applications</li> <li>• check quality of external applications</li> </ul>	<ul style="list-style-type: none"> <li>• submit nominations for SGS approval</li> <li>• submit fellowships applications for checking by SGS</li> </ul>
STUDENT PROGRESS	<ul style="list-style-type: none"> <li>• maintaining student records</li> <li>• inputting student grades</li> <li>• updating course dictionary</li> <li>• distributing student cards and other documents at registration</li> </ul>	<ul style="list-style-type: none"> <li>• enrol students</li> </ul>	<ul style="list-style-type: none"> <li>• maintain shadow database</li> <li>• submit grades and status changes to SGS for entry</li> <li>• require SGS approval for routine status changes</li> </ul>
APPEALS		<ul style="list-style-type: none"> <li>• provide advice on rights and options</li> <li>• offer appropriate access for student appeals</li> </ul>	
PROGRAM COMPLETION	<ul style="list-style-type: none"> <li>• handle expense reimbursements for Ph.D. examiners</li> <li>• increased responsibility for tracking and follow-up of student completion (e.g. late grades, missing courses)</li> </ul>		

## PRELIMINARY PROJECT LIST

The following is an initial list of one-time-only projects required to implement the ultimate reorganization of SGS. In addition, there are many projects associated with the restructuring project itself, including physical re-configuration and exit costs. Finally, there is a significant training component that will be required at the front end for SGS staff, as well as the requirement for training modules for departmental staff.

ACTIVITY AREA	PROJECT	PRE-SIS	POST-SIS
<b>STUDENT SERVICES</b>			
<i>Program Progress</i>	New student card	✓	✓
	Degree Audit System		✓
	New registration procedures (including bulk mailings)	✓	
<i>Admissions **</i>	Revise format for admissions and program guidebooks	✓	✓
	Rework format for admissions and program guidebooks	✓	✓
	Develop U.S. placement guide	✓	
	Further development of international guidebook	✓	
	Revision of GPA	✓	
<i>Financial Aid</i>	Restructure SSHRC ranking committee	✓	
	Simplify OSAP form requirements	✓	
<b>POLICY, PROGRAM, AND LIAISON</b>	Revise SGS Statute	✓	
<b>SUPPORT SERVICES</b>			
<i>Communications</i>	Develop electronic bulletin board for YB and other key information (Web site password or other network software)	✓	
	Reassess Calendar format, content and production/delivery (e.g. outsourcing, course information on Web, bulk mailing)	✓	
	Expand use of voice mail and available menu responses	✓	
	Complete computerization of YB	✓	
	Improve Web site information and presentation (including financial aid database)	✓	
	Overall review of SGS documents, including providing electronic templates	✓	
<i>Systems</i>	Develop new graduate faculty database	✓	
	Training on new systems		✓
	Develop systems training handbook		✓

\*\*NOTE: It is estimated that the content development of these admissions publications would take a minimum of 12 weeks of dedicated staff time or a cost of \$12,586. In addition, there would be costs associated with design and production. Similar costings must be completed for all of the projects identified and built into budget reduction projections.

NOTE also that the bulk of the identified projects are required in the first transitional phase (i.e. to achieve Pre-SIS reductions) in order to maximize the potential of process re-engineering. In the second transitional phase (i.e. to achieve Post-SIS reductions), there will be significant systems training costs, which remain to be identified.

## SGS RESTRUCTURING

### TRANSITIONAL TIMETABLE

PROCESS: Completion Date	SGS Activities
May-June 1996	1. Three primary service co-ordinators in place. They form the implementation team.
Ongoing to 1999	2. Identification, costing, and implementation of projects
December 1996	3. Implement new (i.e. final phase) structure for C - Support Services first.
July 1997	4. Implement new (i.e. final phase) structure for B- Policy, Program and Liaison next.
July 1999	5. Complete restructuring of A - Student Services:
	Admissions: Specialists no longer approving admissions. Generalists begin divisional alignments. Dedicated generalists still required for tasks that will continue to be done until systems in place.
	Records: Specialists no longer approving many status changes.
	Financial Aid: Begin incorporating into specialists' responsibilities.
	PLUS additional dedicated (or at least non-divisional) generalists still required for above tasks that will continue to be done until systems in place.
	Executive: Specialists assume responsibility for agenda and meetings.
	Appeals: Specialists assume divisional appeals responsibility.
	Recruitment: Co-ordinator begins to develop strategy.
	Career: Co-ordinator begins to develop strategy.

\*\*Note that the timeframe for departmental changes will, to a large extent, only be decided once the SGS implementation is in place and has assessed the timetable. It should be noted, however, that many of the proposed changes are under way already. (For example, admissions are being devolved on a limited basis now and will continue to be phased in.) The full impact of the changes for departments will not be felt until the new Student Information System is in place.

17 April 1996

Professors A. Sedra and J. Cohen, Co-Chairs,  
SGS Task Force,  
65 St. George Street,  
University of Toronto.

Dear Dr. Sedra and Dr. Cohen:

I am writing to formally express my minority view regarding the proposed organisational chart of the new SGS (the Steady State). My alternative view and division of tasks is attached. (See page S7.)

I am extremely concerned that the University is not well served by the new SGS configuration proposed in the Task Force report. I am especially alarmed about the way in which the Student Services section is to be

organised, whereby each specialist, apart from administrative responsibility for one division, would also be in charge of one of the other aspects of student services for the whole graduate school: i.e. the Div. I specialist could be in charge of awards, the Div. II specialist in charge of Ph.D. orals etc. The disappearance of the Fellowships and Awards Office as it currently exists, where staff members give their undivided attention to assisting departments and students in optimizing the existing resources, is extremely worrying. Combining tasks makes sense up to a certain point, but I think in this case it is going too far. Student services is an essential function of SGS and the reorganization would be a futile exercise if it were to result in a worse than existing scenario.

Another serious concern is the heavy middle layer of 3 co-ordinators. SGS is not a very complicated operation and does not need 3 co-ordinators to co-ordinate 7 specialists who each have their area of expertise and responsibility.

I propose that in the alternative structure there will be a specialist for each distinct function of SGS. In programs, admission and enquiries the two specialists will be responsible for these aspects in 2 divisions each, as well as for the Ph.D. orals held in their respective divisions. I think it would be beneficial to the organization if the generalists would be allowed to move around from area to area if they would like to, so that they would become generalists in the true sense and be familiar with all aspect of SGS.

Yours sincerely,

*Marianne Khurana*

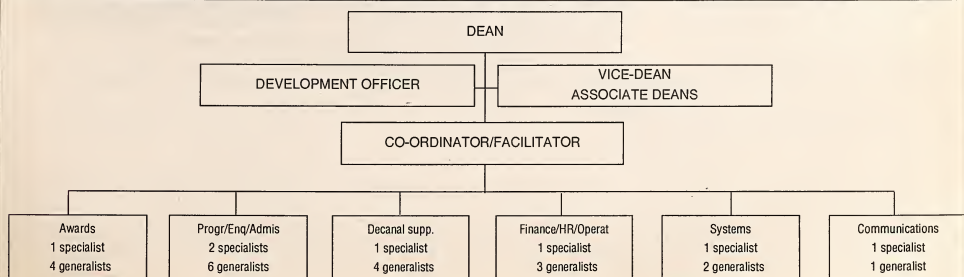
Marianne Khurana,  
Physics Graduate Secretary and  
Member of the SGS Task Force.



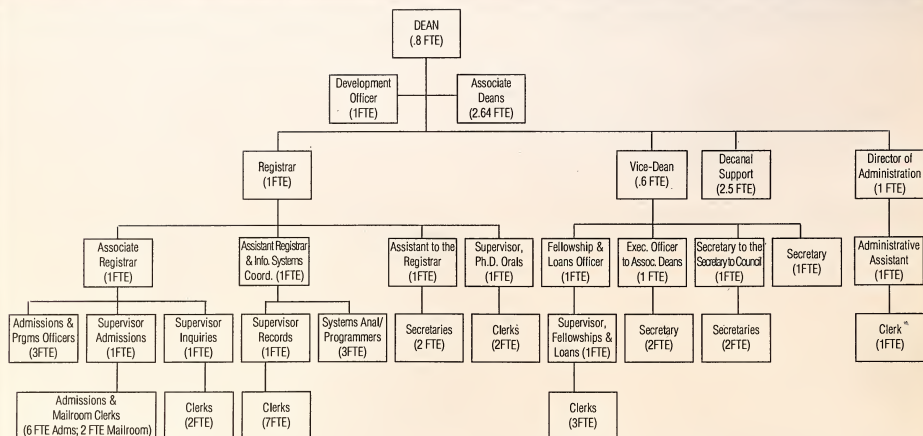
# SGS — Alternative Steady State

AREA	CO-ORDINATOR'S TASKS	SPECIALIST'S TASKS	GENERALISTS' TASKS
<b>General Co-ordination Tasks</b>	<ul style="list-style-type: none"> <li>analyse graduate student data and make recommendations to the deans on various issues relating to graduate studies</li> <li>central liaison for univ. and external agencies</li> <li>overall responsibility for efficient operations of SGS</li> <li>liaise with specialists on decisions being made in their division that may impact on other parts of the operation, i.e. publications, major purchases, workshops for departments etc.</li> <li>encourage and promote ongoing relevant training for specialists</li> <li>hold regular meetings with specialists as needed</li> </ul>		
<b>Financial Aid/Awards</b>	<ul style="list-style-type: none"> <li>overall responsibility for effective delivery of financial aid</li> </ul>	<ul style="list-style-type: none"> <li>responsibility for administration of all financial aid portfolios</li> <li>liaise with external agencies (NSERC/SSHRC/OGS/MRC)</li> <li>set up new donor endowments and liaise with private donors</li> <li>liaise with departments to promote optimal use of available resources</li> <li>research new financial aid resources and make recommendations to the co-ordinator if high level action is needed</li> <li>establish U of T Open quota</li> <li>report to the co-ordinator with respect to statistics based on financial aid data and external competition results</li> <li>arrange meetings of ranking ctee for external scholarships where needed</li> </ul>	<ul style="list-style-type: none"> <li>answer inquiries from students and departments</li> <li>update awards record system</li> <li>update awards information database</li> <li>assist students in using the awards information database</li> <li>distribute awards information to the departments</li> <li>generate scholarship offers for students</li> <li>follow up and take action of returned offers</li> <li>arrange for instalment cheques of internal and endowed funds scholarships</li> <li>distribute cheques to departments</li> </ul>
<b>Admissions/Programs/Enquiries</b>	<ul style="list-style-type: none"> <li>co-ordinate and develop student exchange programs</li> <li>advise the central administration on fees policy</li> <li>report to the deans on enrolment trends, time to degree and other relevant data</li> <li>liaise with departments on recruitment, assisting them in making use of expertise available within and, if necessary, outside the University</li> </ul>	<ul style="list-style-type: none"> <li>assist departments in assessing foreign transcripts</li> <li>track Ph.D. student progress with the help of the database</li> <li>support departments in their efforts to improve time to degree</li> <li>assist generalists in effective execution of enquiry process</li> <li>produce enrolment, enquiry and student progress reports with the help of the database</li> <li>arrange Ph.D. orals for their own divisions</li> </ul>	<ul style="list-style-type: none"> <li>update admission database</li> <li>monitor graduate student database with respect to programs, grades etc of enrolled students</li> <li>process visiting student registration</li> <li>answer telephone enquiries</li> <li>arrange for distribution of cards and Calendars</li> <li>arrange for transcripts (if this is not done centrally)</li> <li>secretarial support for Ph.D. orals</li> </ul>
<b>Decanal Support</b>	<ul style="list-style-type: none"> <li>co-ordinate administrative support for decanal activities</li> <li>research new programs proposals</li> <li>co-ordinate reviews (internal and external)</li> <li>initiate Council elections and committee membership</li> <li>co-ordinate committee agendas</li> <li>initiate appeal procedures if mediation fails</li> </ul>	<ul style="list-style-type: none"> <li>take minutes of Council, Executive and other committee meetings</li> <li>follow-up</li> <li>brief departments on requirements for OCGS reviews</li> <li>provide ongoing support and follow-up in preparing the units submissions</li> <li>prepare and distribute minutes of Council and ctee meetings</li> <li>assess needs and provide support for internal reviews</li> <li>informal mediation</li> </ul>	<ul style="list-style-type: none"> <li>general administrative decanal support</li> <li>attend and take minutes at committee meetings if the specialist is not available</li> </ul>
<b>Financial/HR/Operations</b>	<ul style="list-style-type: none"> <li>setting budget</li> <li>major equipment purchasing</li> </ul>	<ul style="list-style-type: none"> <li>reconciliation of accounts and generating reports</li> <li>co-ordination of purchasing of supplies</li> <li>maintenance of personnel records</li> <li>set up benefit info sessions for new staff</li> </ul>	<ul style="list-style-type: none"> <li>mail processing</li> <li>processing purchase requisitions and receiving and distribution of supplies</li> <li>bulk photocopying</li> <li>handling petty cash</li> <li>administration of equipment maintenance contracts</li> </ul>
<b>Systems</b>	<ul style="list-style-type: none"> <li>responsible for effective delivery of systems</li> </ul>	<ul style="list-style-type: none"> <li>maintain and support central student information system</li> <li>system training of SGS and dept. staff as needed</li> </ul>	<ul style="list-style-type: none"> <li>general systems support</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>responsible for effective delivery of SGS communications</li> </ul>	<ul style="list-style-type: none"> <li>liaise with other specialists re updates of Yellow Book, Calendar and Web site</li> <li>edit and co-ordinate the Yellow Book</li> <li>edit and co-ordinate the Calendar</li> <li>maintenance of SGS Web site</li> <li>responsible for all other publications of SGS</li> </ul>	<ul style="list-style-type: none"> <li>general support for all communication services</li> </ul>

## Alternative Steady State



# School of Graduate Studies Organizational Chart - May 1995



Total FTE = 52.50 Administrative  
1.00 One-Time-Only (Development Officer)  
3.94 Decanal

May 22, 1996

Dear Colleague:

I am pleased to present the report of the Task Force on Restructuring the School of Graduate Studies. The Task Force was charged with developing a new organizational structure for the administration of graduate studies at the University of Toronto. This report describes such

a structure. It represents the result of many months of hard work, and I am confident that it offers a renewed direction for the School.

I am grateful for the efforts of the members of the Task Force, the leadership of Dean Jon Cohen, and the co-operation and commitment of the staff of the School. As well, the interest and concern of the University community have been clear throughout this process, and we

undertake to continue broad consultation as we proceed to implement the proposed changes.

Yours sincerely,

*Adel S. Sedra*

Adel S. Sedra  
Vice-President and Provost

Memo

To: Principals, Deans, Academic Directors and Chairs

From: Adel Sedra, Vice-President and Provost

Re: Proposed changes in organizational structure for graduate and interdivisional studies

Date: May 4, 1995

The attached paper represents my response to the White Paper plan of the School of Graduate Studies. Given the importance of the issues involved for the University as a whole, I thought it appropriate to give this document wide circulation. I also thought it would be useful for all concerned to review how we have arrived at this proposal. The planning and administration of graduate studies have been of concern to me for the last couple of years. The Dean of the School of Graduate Studies responded to these concerns by establishing a task force that recommended the devolution of the admission process to the departments. I applauded that initiative and regarded it as a good first step.

In preparing for the formulation of the SGS White Paper plan, the Dean commissioned external consultants to conduct an on-site review of the operation

of the School. I thought that too was an excellent initiative and expected it to result in a major restructuring of the School's organization.

SGS submitted its plan in early January. The academic component of the plan dealt exclusively with the centres and institutes, and the plan for the administrative component was not fully developed. In response, I began a series of meetings with the Dean and his colleagues in the administration of the School with the aim of revising and further developing the plan. I had also become concerned, on the basis of an overview of all divisional plans, that attention to graduate studies varied widely within and across those plans. Our current divisional structure leaves the "ownership" of graduate programs unclear and makes coherent planning difficult to achieve.

In my discussions with the Dean and his colleagues, we contemplated models ranging from a somewhat slimmed down SGS following the model submitted by the Dean in April as "Part 2" of the plan, to a model in which the School would disappear as a separate entity but with the Dean and Council retained. Throughout our discussions, it was agreed that the early selection of a direction was a high priority in order to reduce anxiety among those most directly affected. As a result of these discussions, I am now responding to the School's plan by establishing, in consultation with the Dean, a task

force to be co-chaired by him and by me to develop an organizational structure for graduate studies, including a smaller and lighter SGS, consistent with the objectives and informed by the proposals in the attached document.

You will note that this document also raises the issue of the appropriate vehicle for the administration of interdivisional programs at the undergraduate level. I have been struck by the marked contrast between the lack of interdivisional undergraduate programs and program proposals relative to the graduate level, and I have asked that the task force address the issue of the desirability and feasibility of coupling the administration of interdivisional undergraduate programs with interdivisional graduate programs under the aegis of SGS or some other body.

The task force is expected to consult with faculty, students and staff and to report no later than October 30, 1995. I look forward to the development of a plan for an organizational structure, including a slimmed-down SGS, that will add value to the administration of graduate studies and will facilitate the creation of new and innovative interdivisional programs at both the graduate and undergraduate levels.

*Adel S. Sedra*

## SCHOOL OF GRADUATE STUDIES TASK FORCE April 1996

Barry Adams, Chair, Civil Engineering; Jon Cohen, Dean, SGS (Co-Chair); Donald Dewees, Acting Dean, Arts and Science; Roberta Frank, Director, Centre for Medieval Studies;

Richard Helmstadter, History; Michol Hoffman, Graduate Student, Spanish & Portuguese; Marianne Khurana, Physics ("Except with respect to the proposed new organizational structure [Part I - The Steady State]. See separate proposal SGS-Alternative Steady State S7.); Bernadette Lonergan, SGS (Secretary); Noah Meltz, Principal, Woodsworth College; Martin Moscovits, Chair, Chemistry; Heather Munroe-Blum, Vice-President, Research and International Relations; Paul Sadowski, Chair, Molecular and Medical Genetics; Adel Sedra, Provost (Co-Chair); Isaak Siboni, SGS; Connie Soros-Pottruff, Graduate Student, Botany; Paul Thompson, Principal, Scarborough College.



## EVENTS



### LECTURES

#### How to Enhance Quality in Life.

WEDNESDAY, JUNE 5  
Prof. Robert Scholch, Hastings College, Nebraska. Auditorium, Medical Sciences Building, 7:30 p.m. Continuing Education, Faculty of Medicine

### SEMINARS

#### The Componential Assessment of Visual Perception (CAVP) Project.

TUESDAY, JUNE 25  
Prof. Denise Reid, Department of Occupational Therapy, and Jeff Jutai, Bioview MacMillan Centre. 256 McCaul St. 3 to 5 p.m. Occupational Therapy

### MEETINGS & CONFERENCES

#### Quality of Life.

THURSDAY, JUNE 10  
SATURDAY, JUNE 8  
An international conference for families and professionals on developmental and related disabilities. Persons with developmental disabilities are challenged by many quality of life issues and this conference will address these issues in our changing times. Panels will discuss concerns and solutions. Delta Chelsea Inn. Information: 978-2719. Continuing Education, Faculty of Medicine

#### Planning & Budget Committee.

TUESDAY, JUNE 4  
Council Chamber, Simcoe Hall. 5 p.m.

#### Academic Board.

THURSDAY, JUNE 6  
Council Chamber, Simcoe Hall. 4:15 p.m.

#### Annual Research Meeting of the Department of Ophthalmology.

FRIDAY, JUNE 14  
Clement McCulloch lecture: Surgical Pathology of Advanced Diabetic Eye Disease, Prof. D. McLeod, University of Manchester. Nursing residence amphitheatre, Toronto Hospital, 90 Gerrard St. W. 8 a.m. to 5 p.m. Ophthalmology

#### Business Board.

THURSDAY, JUNE 20  
Council Chamber, Simcoe hall. 5 p.m.

#### Ethics Workshop.

FRIDAY, JUNE 21  
The whats, whys and hows of communicating with patients and research subjects is the focus of this workshop. It will deal with such topics as communication with vulnerable populations, the issue of

surrogate consent, communication with patients when problems arise and communication and consent in the emergency room. Speakers include Prof. Bernard Dickens, Faculty of Law, Dr. Stanley Zlotkin, Hospital for Sick Children, Dr. Michael Gordon, Baycrest Centre for Geriatric Care, and Dr. Anatoly Langer, St. Michael's Hospital. Information and registration: Pat Peever, 978-7248. UTR's and Research Office, Faculty of Medicine

### EXHIBITIONS

#### THOMAS FISHER RARE BOOK LIBRARY

From Cavalcanti to Calvino:  
500 Years of Italian Editions  
and English Translations.  
TO AUGUST 30

An exhibition of books celebrating the influence of Italian literature on English literature from the Middle Ages to the present day. Hours: Monday to Friday, 9 a.m. to 5 p.m.

### MISCELLANY

#### Campus Walking Tours.

JUNE 3 TO AUGUST 30  
Hour-long tours of the downtown campus conducted by student guides. Tours available in English, French, German and Mandarin. Map Room, Hart House. 10:30 a.m., 1 and 2:30 p.m., Monday to Friday. Information: 978-5000.

#### Reception for Retiring Faculty and Staff.

WEDNESDAY, JUNE 5  
Chancellor Rose Wolfe will host a reception for members of the faculty and staff who are retiring at the end of this academic session. Friends and family and all members of the university community are invited to attend. Hart House Quadrangle (inclement weather, Great Hall). 4 to 6 p.m.

#### U of T Women's Association Picnic.

SATURDAY, JUNE 8  
A picnic for faculty, staff and their families, in celebration of UTMVA's 15th anniversary. Hart House Circle. 11:30 a.m. Tickets \$6, children under 14 \$3.

#### Child Care.

THURSDAY, JUNE 13  
Find out how to choose a child care arrangement that will work for your family; session covers types of care available, costs, evaluation of caregivers and other information. Free. To register call 978-0951. Family Care Advisor

### DEADLINES

Issue of June 24, for events taking place June 24 to July 22: MONDAY, JUNE 10.

Issue of July 22, for event taking place July 22 to August 19: MONDAY, JULY 8.

## PARKING FOR CONVOCAION

Parking on the front campus around King's College Circle will be restricted during Convocation (Monday, June 10, 1996 to Friday, June 21, 1996 inclusive). Holders of regular University of Toronto unreserved parking permits are requested to park in other unreserved University lots during this time. For cash parking, please use the parking garage at 107 St. George Street, maximum \$13/day. For more information, telephone Parking Services 978-2336 and 978-1476.



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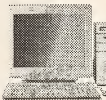


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## HUMANITIES & SOCIAL SCIENCES SCIENTIFIC AND HUMANITIES RESEARCH COUNCIL

**Aid to research and transfer journals-joint venture grants** are for matching funds to help a journal defray the costs of either publishing a special joint international edition with a recognized journal from another country or entering into a merger with one or more SSHRC-funded journals. Deadline is June 30.

## MEDICINE & LIFE SCIENCES

### ANNA FULLER FUND

**Support is available to investigators within two years of post-doctoral training** for research on the cause, treatment and cure of cancer and the education of the public as to its prevention and treatment. Deadline is July 1.

**ASTRA PHARMA INC. and MRC/PMAC** **Support is offered by Astra Pharma Inc. and the MRC/PMAC health program** aimed at further advancing biomedical research in Canada relevant to respiratory medicine. The research within this RFP is payable only at a Canadian university, hospital or research institute. Deadline is June 28.

### CANADIAN FOUNDATION FOR AIDS RESEARCH

**CANFAR has announced a call for proposals in the basic sciences, clinical, epidemiological and the psychosocial aspects of HIV infection and AIDS.** Deadline is June 28.

**DEANSHIP RESEARCH FOUNDATION (U.S.)** **The foundation supports research directed to any aspect of the car.** The current policy favours grants to new investigators, "seed" money support for studies in generally unexplored areas of research. Deadline is July 15.

### MUSCULAR DYSTROPHY ASSOCIATION (U.S.)

**The association supports research into 40 diseases of the neuromuscular system** to identify the causes of, and effective treatments for, the muscular dystrophies and related diseases. Proposals from applicants outside the U.S. will only be considered for projects of potential to MDA. Other conditions apply. Application is by request. Deadline is June 15.

**NATIONAL ALLIANCE FOR RESEARCH ON SCHIZOPHRENIA AND DEPRESSION** **In 1997 NARAD will support established scientists at the rank of associate professor or above in the following areas of interest:**

unique patient resources and unique conceptual opportunities; investigators applying for support are encouraged to define any area of scientific promise relevant to the NARSAD mission. Application is by letter of intent. Deadline is June 15.

### ONTARIO MENTAL HEALTH FOUNDATION

**The foundation operates a modest program to support publications, conferences and other public events that cannot readily be classified as publications or conferences.** The foundation will not assist in the publication of journals. Support is also available for conferences or meetings when the topics proposed are relevant to mental health and the application of research data to prevention, treatment or rehabilitation of the mentally ill. Deadline is July 1.

### SMOKELSS TOBACCO RESEARCH COUNCIL

**The council will support independent research that addresses the etiology and pathogenesis of diseases claimed to be associated with smokeless tobacco.** Deadline is June 30.

### SPINAL CORD RESEARCH FOUNDATION/PARALYZED VETERANS OF AMERICA

**The foundation supports basic medical research and provides grants for projects that deal with clinical, psychosocial or technological research of importance to persons with spinal cord injury or dysfunction.** Deadline is July 1.

### PHYSICAL SCIENCES & ENGINEERING NATURAL SCIENCES AND ENGINEERING RESEARCH COUNCIL/DEPARTMENT OF NATIONAL DEFENCE

**The federal government is investing \$25 million over the next five years in technology jobs and growth by supporting research in Canadian universities.** NSERC and the Department of National Defence will support unclassified university-based research in areas of dual civilian and military application. The full program description may be found on NSERC's Web site (<http://www.nserc.ca/news.htm>). Deadline is June 14.

### UPCOMING DEADLINES

**June 5** Physicians' Services Inc. Foundation — research grants  
**June 7** International Anesthesia Research Society — clinical scholar research awards  
**June 11**

### Lindbergh Foundation — research grants (various disciplines)

**June 14** Health Canada/Statistics Canada — national population health survey (RFP)  
**NSERC** — Steacie memorial fellowships (nominations) at UTRS  
**June 15** Canadian Nurses Foundation — research

### proposals

**MRC** — Canadian Lung/MRC scholar (letter of intent), Michael Smith Award for Excellence (nominations)  
**SSHRC** — Therses F.-Cagrain Fellowship  
**June 30** Canada Council — Kilam memorial prizes (nominations), Kilam research

### fellowships

**Crosby & Colitis Foundation of Canada** — Armstrong Ontario fellowships  
**Finkelstein Prize** (nominations)  
**German-Academic Academic Council** Foundation — transatlantic research cooperation  
**SSHRC** — integration of persons with disabilities

# PHD ORALS

## TUESDAY, JUNE 4

**Bernard Delpeche, Department of French Language and Literature,** "Esthétique du discours antillais: une analyse dans *Un arc-en-ciel pour l'Occident chrétien* de René Depestre." Prof. F. Case.

**Karim Harzallah, Department of Computer Science, "On Predicting Communication Delay in Distributed Shared Memory Multiprocessors: A Practical Modelling Methodology."** Prof. K. Sevcik.

## THURSDAY, JUNE 6

**Paul Allan Khan, Department of Zoology, "Organismal, Molecular and Atomic Approaches to the Development of the Eastern Red-Spotted Newt *Nectophthalmus viridescens*."** Prof. R.A. Liversage.

**Robert Alfred Pritchard, Department of Education, "Desire and Death in Cyberspace: Deconstructing Current and Emergent Pedagogies of Virtual Reality Technologies."** Prof. R. Simon.

**Cortney Ross Sampson, Department of Physics, "A Measurement of the Total Photon-Proton Cross Section with the ZEUS Detector at HERA."** Prof. D.C. Bailey.

## FRIDAY, JUNE 7

**Ademola Adeleke, Department of History, "Ties without Strings? The Colombo Plan and the Geopolitics of International Aid, 1950-1980."** Prof. R. Bothwell.

**Octavian Catuncanu, Department of Geology, "Reciprocal Architecture of Bearpaw and Post-Bearpaw Sequences, Late Cretaceous-Early Tertiary, Western Canada Basin."** Prof. A.D. Miall.

## MONDAY, JUNE 10

**John Peter Avery, Department of Linguistics, "The Representation of Voicing Contrasts."** Prof. B.E. Drescher.

**George Serafin Sganos, Department of Physics, "A Study of B Meson Decays Involving a J/ψ Meson."** Prof. P.K. Sincero.

**Katherine Doris Tiede, Department of Education, "Appropriating the Discourse of Science: A Case Study of a Grade 8 Science Class."** Prof. J. Cummins.

## TUESDAY, JUNE 11

**Marlene Gay Epp, Department of History, "Women without Men: Mennonite Immigration to Canada and Paraguay after the**

## Second World War."

Prof. I. Radforth.

**Sian Phillips, Department of Education, "An Understanding of Children's Social Difficulties from a Dynamic Systems Perspective."** Prof. M. Lewis.

**Andrew Robert Portal, Department of Psychology, "The Processing and Memorability of Graphs."** Prof. C. MacLeod.

## WEDNESDAY, JUNE 12

**Jama Mohamed, Department of History, "Constructing Colonial Hegemony in the Somaliland Protectorate, 1941-1960."** Prof. M. Klein.

**Carmen Caliz Montoro, Centre for Comparative Literature, "Poetry Is Not Made of Words: A Study of Aesthetics of Borderlands in Gloria Anzaldúa and M. Norbese Phillips."** Prof. F. Case and R. Sternberg.

**Barbara Jane Smith, Department of Education, "Constructing Understandings of Teaching and Learning: An Inquiry into Peer Teaching."** Prof. G. Wells.

## THURSDAY, JUNE 13

**Kleber Nogueira De Campos, Institute of Medical Science, "Lung Preservation for Transplantation: The Role and Reperfusion Flow Rate and Alveo Recruitment of Post-Ischemic Pulmonary Function in Rats."** Prof. A. Slutsky.

**Diana Jane Denton, Department of Education, "In the Tenderness of Stone: A Poetics of the Heart."** Prof. D. Booth.

## FRIDAY, JUNE 14

**Thomas Allan Griggs, Department of Education, "Acknowledging Identity in Teaching and Learning: The Journey from Actor to Teacher in a Multicultural Classroom."** Prof. D. Booth.

**Michael Peter Osmani, Centre for Medieval Studies, "Personal Wealth in Huntingstone Hundred, Huntingdonshire, 1479-1558: A Study of Continuity in the Early Tudor Countryside."** Prof. J. Rafis.

## MONDAY, JUNE 17

**Seyyed Ali Nabavi Niaki, Department of Electrical and Computer Engineering, "Modelling and Applications of Unified Power Flow Controller (UPFC) for Power System Studies."** Prof. M.R. Travan.

**Jesse Palsenia, Department of History, "A Social History of the Parsis: Preservation of Identity in Bombay City, 1787-1918."** Prof. N.K. Wagle.

**Andrew Michael Zinck, Faculty of Music, "Social Order in the Operas of Harry Somers."** Prof. C. Corey.

## TUESDAY, JUNE 18

**Matthew Lamont Manson, Department of Geology, "The Timing and Origin of Post Keweenaw Compressive Tectonism in the Mid-Continent Rift of North America."** Prof. H.C. Halls.

## WEDNESDAY, JUNE 19

**Scott Richard Albert Walsh, Department of Microbiology, "Development of Molecular Markers for the Detection and Differentiation of *Entomophaga* Strains Pathogenic for Insects."** Prof. J. Silver.

## THURSDAY, JUNE 20

**Michael A. Clayton, Department of Physics, "Massive Nonsymmetrical Gravitational Theory: A Hamiltonian Approach."** Prof. J.W. Moffat.

**Zhiqiang He, Department of Molecular and Medical Genetics, "Protein-Protein Interactions in DNA Replication and Nucleotide Excision Repair."** Prof. J.C. Ingles.

**Alan Kenneth Kirk, Centre for the Study of Religion, "The Structure of Q: Genre, Synchrony and Sapiential Composition in the Synoptic Sayings Source."** Prof. J. Kloppenborg.

**Michael Lawrence Roi, Department of History, "Sir Robert Vansittart, the Global Balance of Power and Nazi Germany, 1934-1937."** Prof. S. Aster.

## FRIDAY, JUNE 21

**Christopher George Buck, Centre for the Study of Religion, "Paradise and Paradigm: Key Symbols in 'Persian' Christianity and the Baha'i Faith."** Prof. W.G. Oxtoby.

**Aidan Michael Hollis, Department of Economics, "The Application of Economic Theory to Competition Policy."** Prof. N. Gallini.

**Michael Richard Kallon, Department of Education, "An Interpretive Study of Planned Educational Reform in Sierra Leone: The Primary School and Teacher Education."** Prof. G.J.S. Dei.



## University of Toronto The Governing Council Honorary Degrees 1997

Members of the University community are invited to submit nominations for honorary degree recipients in 1997.

Nomination forms are available from the Office of the Governing Council. The deadline for the receipt of nominations is Friday, August 23rd, 1996.

Enquiries should be directed to:

**Secretary  
Committee for Honorary Degrees  
Office of the Governing Council  
Room 106, Simcoe Hall  
978-8427**





## FEMINISM AS BIGOTRY

*Arguing that women's studies programs promote intolerance and neglect scholarship*

BY DAPHNE PATAI

Daphne Patai is professor of Brazilian literature in the Department of Spanish and Portuguese at the University of Massachusetts at Amherst. On May 10 she spoke to a U of T audience on the subject of feminism in general and women's studies at universities in particular. Patai is co-author of *Professing Feminism: Cautionary Tales from the Strange World of Women's Studies*, which argues that women's studies programs have become so politicized they function as advocates for strident and often intolerant beliefs. This works to the detriment of scholarship and the feminist movement itself. Patai says in the following excerpt from her presentation. The talk's sponsor was the Society for Academic Freedom and Scholarship.

EVERY TIME I PUBLICLY MAKE criticisms of feminism — especially its academic wing, which is women's studies — the very first rejoinder to what I say is that I've grossly misrepresented a complex situation, that there is no such thing as "feminism," only "feminisms," in the plural, representing many different positions, all of these positions testifying to the diversity and health of the umbrella concept, feminism. I am also accused of mean-spiritedly focusing on problems — as if it were possible for a social movement that hopes to succeed (at least, through democratic means) to avoid internal criticism.

And that too — my representation of myself as an "internal" critic of feminism — is typically challenged as I am recast, instead, as an enemy. So to try to help our discussion along in the hope that today we won't have to reiterate some of these basic steps, let me try to be perfectly clear about why and how I've become a critic of what is being done in the name of feminism today, above all in academic circles. And let me begin with an affirmation.

No person with the slightest regard for historical accuracy would argue that feminism has not helped women in important ways. It was feminist impulses — however loosely defined as the desire to extend women's rights and participation in the public sphere — that energized the first-wave suffrage movement. It was feminism that encouraged a reconsideration of women's domestic and professional roles. It is feminism that urges women to take their lives seriously, to not look to men for personal salvation, to become active agents in what Charlotte Perkins Gilman called "the world's work," and to cease, again in Gilman's terms, to be "sexual specialists."

Why, then, do I take issue with what feminism in our time has become? My answer is this: I take issue with feminism because almost everywhere that one sees positive efforts, one also hears the language of hate, recrimination, gross generalization and attacks upon other human groups — in other words, attacks upon persons rather than principles or practices. I did not always pay attention to this. Like other feminists, for a long time I was absorbed by what I saw to be the positive project of social transformation that feminism had tackled. Let me quote from an essay of mine published nearly 15 years ago:

"Feminism, today, is the most utopian project around. That is, it demands the most radical and truly revolutionary transformation of society, and it is going on in an extraordinary variety of ways." Full of hope, energized by the rapid growth of women's studies programs in the United States (one of the great success stories — so it would seem — of second-wave feminism), I wrote that line in the early 1980s. It expressed the belief I then held that feminism's enormous reach made it the proper fulfillment of generations of Utopian aspirations.

At the time I had had no experience with women's studies programs, but I had been writing about Utopian fiction from a feminist perspective since my graduate school days in the early 1970s. As a teacher I initially saw no problem with the ubiquitous slogan "women's studies is the academic arm of feminism." In fact I found it exhilarating and inspiring. But that was before I spent a dozen years involved with women's studies, nearly 10 of those years with a joint appointment in women's



studies and Spanish and Portuguese.

Now that I am once again out of women's studies and can look back upon the experiences that made me sever my connections with it, I am shocked that I, a student of Utopian literature, should have forgotten how routinely Utopian dreams turn into dystopian nightmares, and that I should have failed to foresee the enormous cost of attempting to institutionalize a politicized form of education in American universities. Sadly, I now realize, feminism is no different from other grand totalizing schemes that are far more problematic in the implementation than in the imagination.

IN LATE 1994, TOGETHER WITH NORETTA KOERTGE, A philosopher of science at Indiana University in Bloomington, I published a book entitled *Professing Feminism: Cautionary Tales from the Strange World of Women's Studies* (BasicBooks). This book details our critique of how badly away feminism has gone in the academy. It was a painful book for us to contemplate and we put off the writing of it for a long time. We first talked about such a project (tentatively titled *Ideological Policing in Contemporary Feminism*) in the mid-1980s. In other words, even in my early years in women's studies, I saw grave problems with it.

THE BELLIGERENT  
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SOCIETY AT LARGE

But for years the project remained just talk. Neither Noretta nor I initially had the stomach to face up to the full consequences of the critique we found ourselves making in private and to one another as we discovered that, coming from very different parts of the country and of academe, we had observed strikingly similar practices among feminists. We knew, of course, that the book would cause us to be viewed as "enemies," especially by feminists in the academy — the very people we were hoping to reach.

Susan Faludi's best-seller *Backlash* was providing a handy tag for dismissing any and every criticism of feminism, no matter how justified. But even before the vocabulary of *Backlash* became current, we had observed feminist double standards at work: proclaiming the authority of my experience, while denouncing the authority of yours, asserting that my personal is political, while yours is delusional. The belligerent and intolerant self-promotion within contemporary feminism, allied to its anti-intellectualism, struck us as depressingly undifferentiated from traits we disliked in society at large, and on reflection we came to see that feminism has behaved like other political movements and special interests. It pursues a the-worse-the-better strategy, barely acknowledging women's considerable progress in the past few decades, or even denying it altogether. It exaggerates to the point of absurdity the awfulness of men.

REVIEWS OF *PROFESSING FEMINISM* HAVE RANGED FROM nasty attacks in *In These Times* and *Democratic Culture* to praise from a few feminist scholars such as Elizabeth Fox-Genovese and Joan Mandel (both of whom have served as directors of women's studies programs at their universities), who affirm that feminists need to deal with the issues the book raises. In the months after *Professing Feminism* appeared, I was particularly intrigued by the responses that appeared on the Internet, where a brief discussion of the book took place on the women's studies e-mail list.

There was little engagement with our critique; instead several objections to the book were outlined. First, the book was published by a trade publisher rather than a university press — evidence, it was implied, of the authors having sold out and showing contempt for the feminist academic community. Second, the book utilized personal testimony, that is, a limited and allegedly biased sample (an interesting criticism from feminists who in other circumstances place great store in the "authority of experience" and listening to women's own voices). Third, the feminist excesses critiqued in the book may happen once in a while, but "not at my university." And finally, it was said that even if these things do go on, we shouldn't be airing them in public because doing so harms feminism.

But can feminists afford to keep denying and trivializing the problems within feminism instead of admitting and confronting them? Is the avoidance of women's studies by so many women on college faculties — not to mention the vast majority of women students — merely the result of backlash? I don't believe so. I think feminists are burying their heads in the sand. By setting itself up as a movement of "true believers" who have the right answers to everything — and quite regardless of the existence of debates within feminism — feminism has on the whole cut itself off from the large following it actually needs if it is to succeed as a mass movement. As for the university I am convinced that the key problem is that feminists have undertaken to turn the academy into a political staging ground.

The usual facile retort is that "education is always political" but this is a disingenuous response. Feminists ought not claim privileges in the university that they would in no way be willing to allow to other political groups. How many feminists would support a "fundamentalist studies program" that advocated rather than analyzed fundamentalist religion? It is famous to argue that feminist politics alone deserve representation in academic forums (presumably because it is feminists alone who possess the truth), yet many feminists — for whom women's studies programs are programs of feminist activism — hold precisely this view.

A feminism pious and narrow, scornful and smug, dismissive of the past and derisive of those who dare to disagree — this is not a feminism with a future.